ABSTRACT

Enterprise Resource Planning (ERP) is an integrated software solution offered by a vendor to support the seamless integration of information flows through an organization. It is provided as a package comprising different modules, such as finance, accounting, human resources, supply chain and customer information. ERP system implementation is described as lengthy and complex resulting in many cases of unsuccessful implementation which have negatively impacted on the performance of an organization's business and up to 70% of implementations did not achieve all the desired benefits. A majority of ERP problems are discovered in the last stage of the ERP life cycle known as the post-implementation phase or the after go-live phase. Much research has been undertaken in relation to the critical success factors of ERP implementation in developed countries whereas research on problems encountered in the ERP post-implementation phase are very limited in developed countries and rare in developing countries. This thesis determines the ERP post-implementation problems facing organizations in Egypt and provides a conceptual guide to help companies in Egypt, and other developing countries having similar conditions to those of Egypt, to overcome these problems. Methodological triangulation was used through a mix of quantitative and qualitative data in terms of unstructured interviews, an online questionnaire and in-depth semi-structured interviews in four case study organizations. The unstructured interviews were conducted to experts in ERP business in Egypt to determine the main aspects of the online survey and to determine the ERP post-implementation status in Egypt. The online survey targeted project managers and team leaders to determine the importance of ERP implementations in Egypt and the problems occurring in the after go-live phase. The in-depth interviews were conducted with ERP users in four case studies reflecting multinational, private and state-owned organizations in order to obtain more detailed information about ERP post-implementation problems and to identify key factors affecting implementation success. Thus, this study seeks to make a contribution to ERP post-implementation knowledge by investigating the problems facing companies in Egypt and by providing a conceptual guide for successful ERP post-implementation, not only in Egypt, but also in developing countries suffering similar problems to Egypt. This research is also a contribution in that it focuses on the problems facing organizations of different types and sizes in Egypt in the ERP post-implementation phase.